

2 DESIGN THINKING WORKSHOPS
February 2019

Skin Project 2025 Vision

Cell C Workshop Scope

The scope & aims

- Gather input, ideas and contributions from the Cell C executive, senior stakeholders & operational team leaders
- Share understanding of each team's context
- Develop alignment and a baseline for understanding for the Cell C Skin project
- Collect those views and visions for the ongoing Skin project, specifically for the

Our workshop activities

We gathered ideas for a the shared vision of the future to 2025 to help ground the Skin project workshop participants in the right context - yet to provide a wide enough scope to allow alternative inspirations and unconventional ideation.

This took attendees on the same journey that the CX team have gone on as they conceived their Skin Project vision, helping them contribute towards insight and the definition of the project from today onwards – and site them in stakeholders' and users' wider, longer term needs.

The Workshop Timeline

Day 1 - company Chief - Level team and executives

- Stakeholder mapping for awareness and alignment
- Imagining 2025! Visualizing a Cell C dystopia...and utopia!
- How will we get to 2025? Making participant's visions tangible

Day 2 - leaders in Operations

- Imagining 2025! Visualizing a Cell C dystopia...and utopia!
- How will we get to 2025? Making participant's visions tangible

Visual Workshop Summary

Key Outcomes

Strong consistent subjects and their implications emerged throughout the workshops

PRINCIPLES & THEMES

Simplicity

Proactive

Digital First

Aims

Better design

Personalization

Functions

Cross product management

Data Hub

Information & Data

Contextual information

Cross product view & analysis

Outcomes - what did they mean on the day?

Principles & Themes

- *Simplicity* – a great design principle to aim for, the team also wanted to aim for
- *Proactive wherever possible* – the applications should ‘think ahead’, anticipate what the customer might need given their current data and challenges we have on them
- *Digital First* – think digital first before other channels

Aims

- *Better design* – design with thought, research and our Users’ perspective
- *Personalization* – create experiences that are smart and personalised to a particular context, agent and customer

Information & Data

- *Contextual information* – provide rounded data for the context, not aligned by system
- *Cross product view & analysis* – to view all a customer’s products and possible, best options using a streamlined interface

Functions

- *Cross product management* – to be able to easily change, update and affect all a customer’s products using a streamlined interface
- *Data Hub* - to leverage data far better within the Cell C ecosystem

Leftfield workshop metrics



Ideas Generated
(Day 1:Day2)



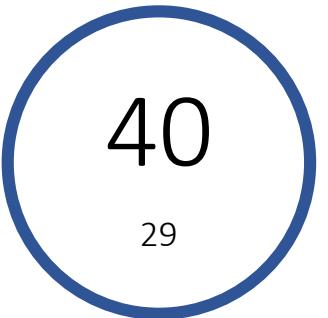
Questions Asked



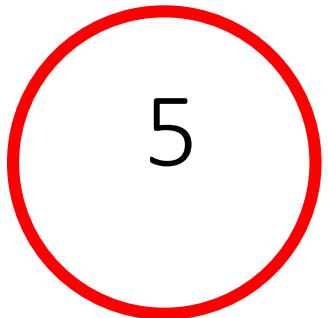
Novel Moments



Number of new
research sources
volunteered



Day 2 Participant
count
(vs. expected)



Times people sketched 'No more Cell C'
as an Ultimate Vision of Dystopia

Cross- Channel Assessment Findings

Lack of digital interaction channels & self-service options



Siloed channels



Reactive and complex service



Little or No Contextual information to agent



Lack of standardized processes & cross skilling



Source: Information provided by Cell C, Secondary research on web, Cell C Website, IVR and Mobile App

From Today to 2025!

Ideas from the workshops that bridged the gap between Today and 2025

Today	Budget	Definition	Simplicity	Integration	BI/Analytics	Sales	Training	Bio-metrics	Vision
	Why	User Research	BSS	Process	Segmentation	Digital Channels	Self-service (Self healing)	2025	

Participants' grouped their ideas which fell in to these main theme groups in the workshop

Word Cloud

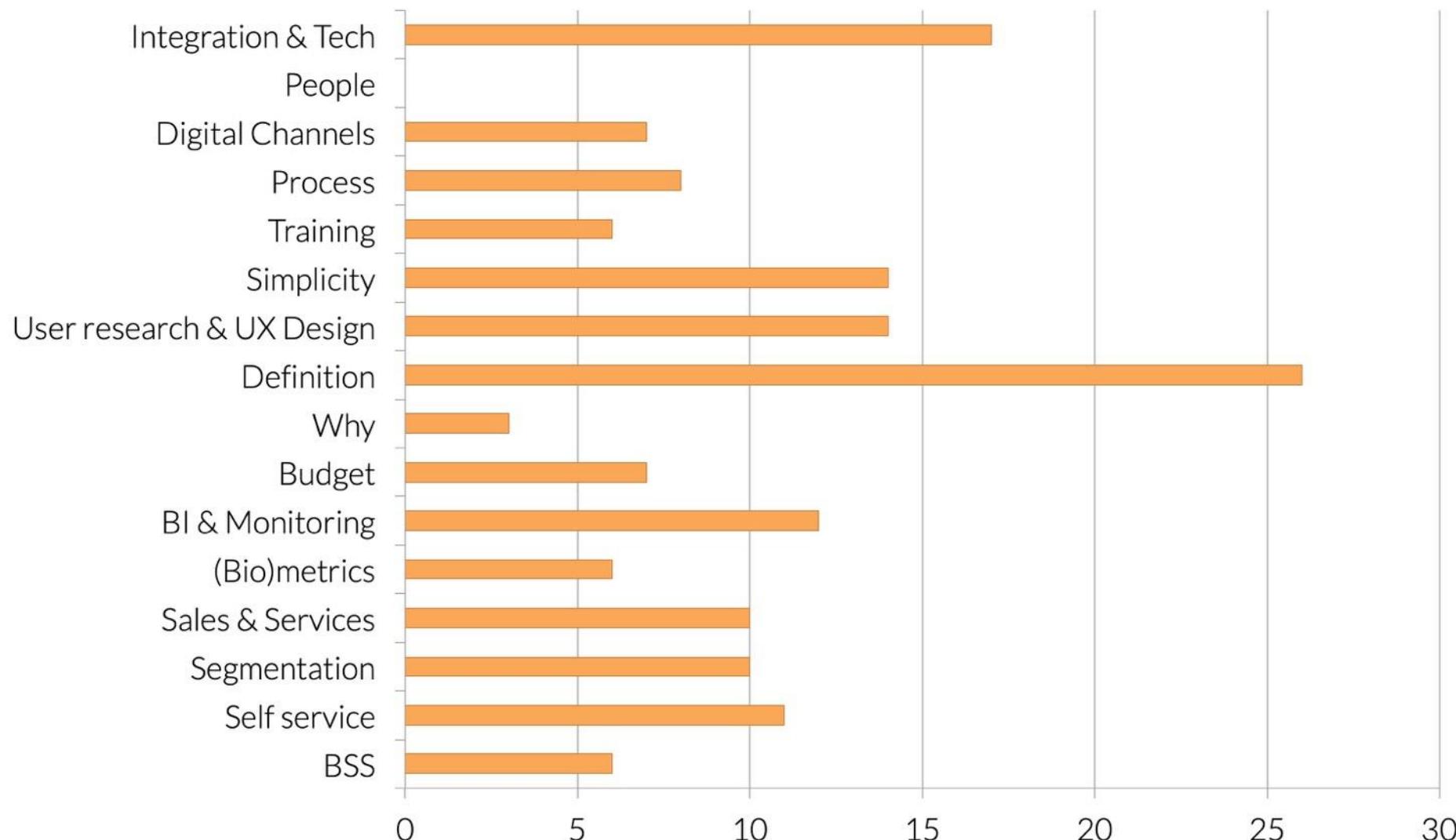
Visualisation of words used by participant in ideation



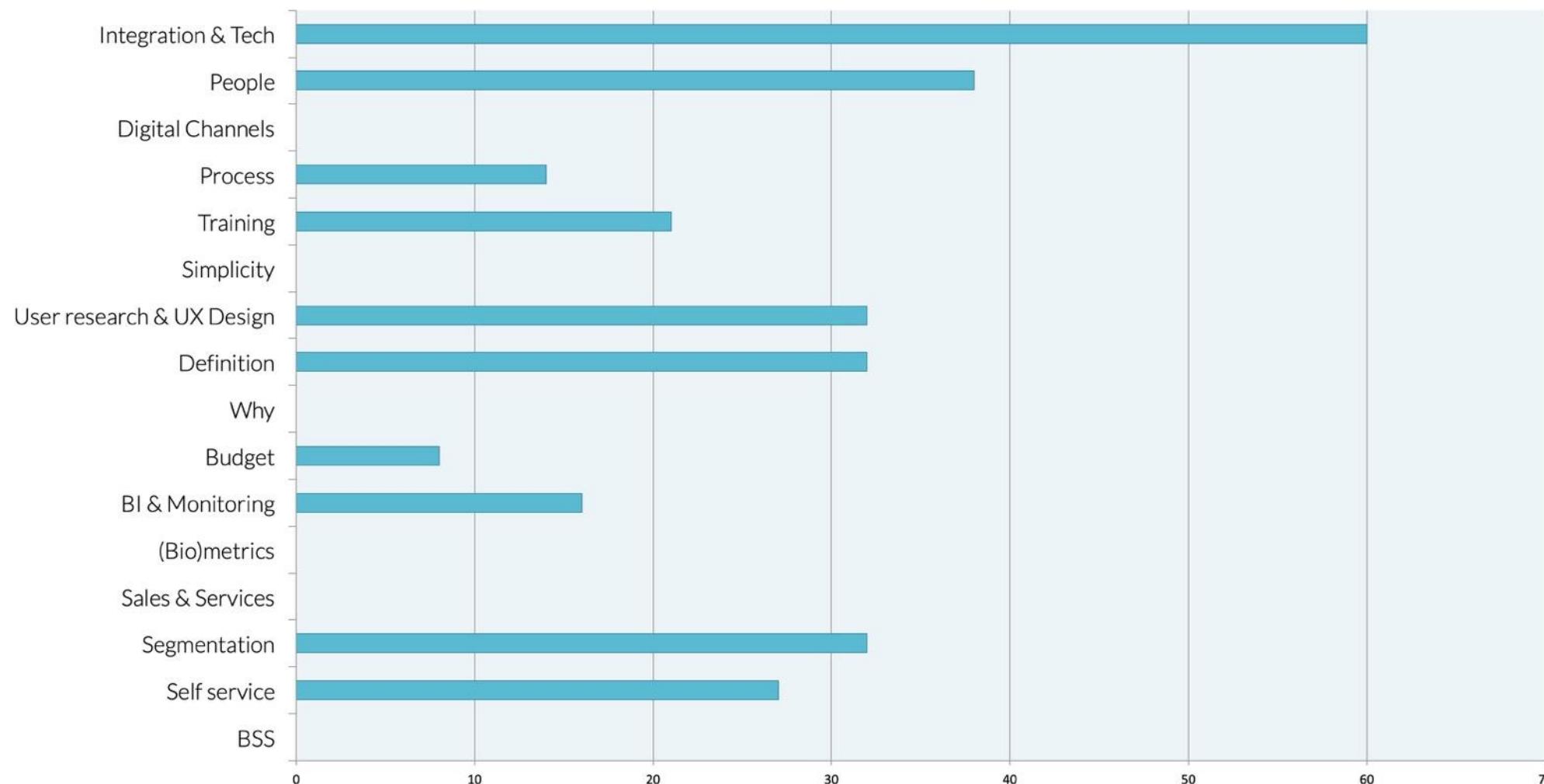
Occurrences

31	customer
11	data
9	journey
6	system
5	sales
5	view
4	analytics
4	change
4	design
4	single
4	future
4	tools
4	based
4	list
4	big
3	understanding
3	integration
3	stakeholder
3	management
3	training
3	systems
3	process
3	service
3	digital
3	online
3	simple

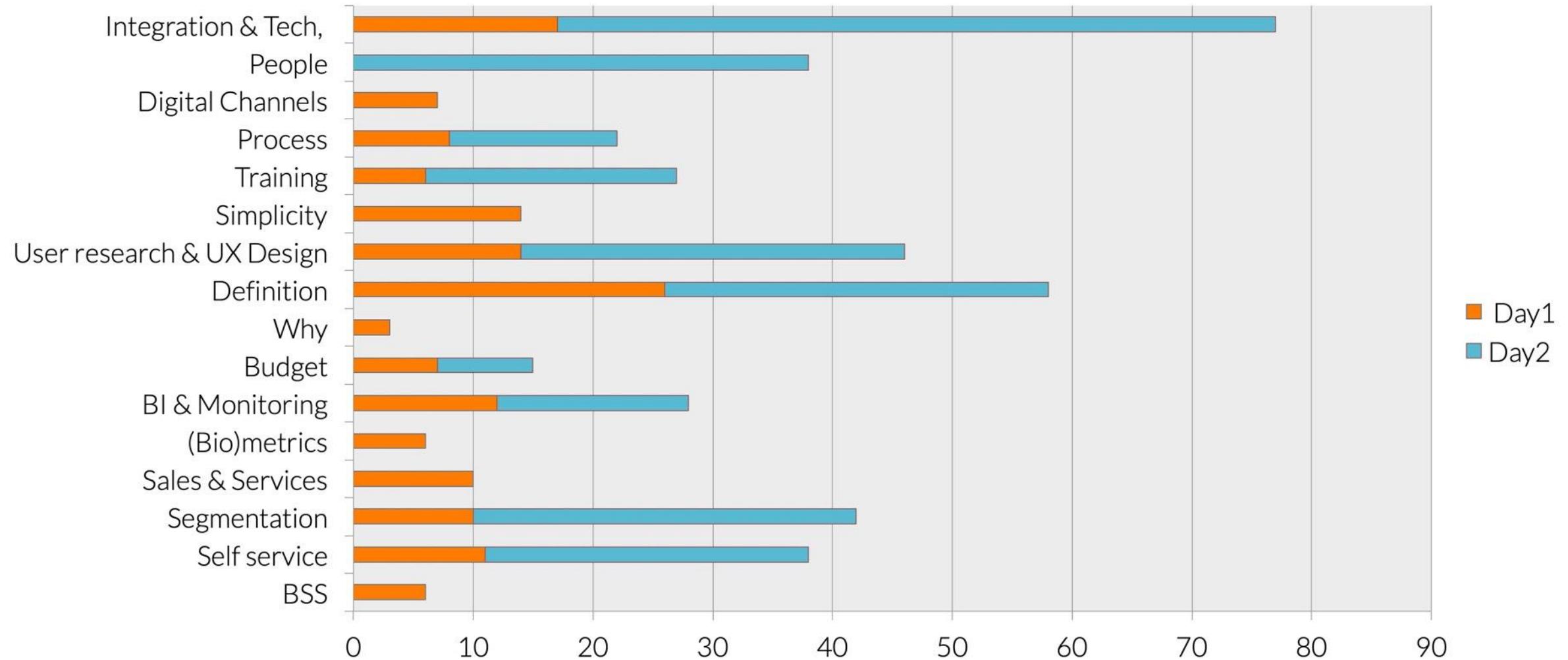
Day 1: Themes & Number of Ideas that participants identified



Day 2: Themes & Number of ideas that participants identified

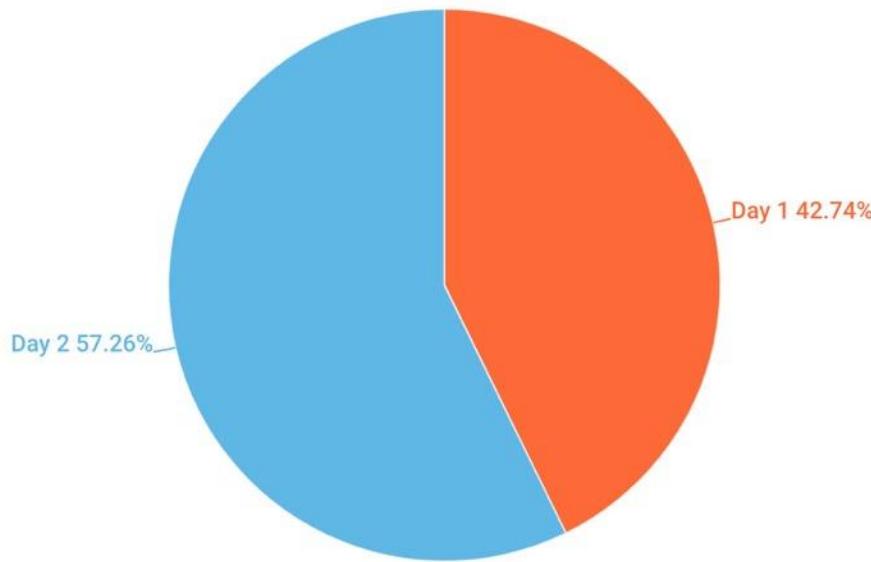


Day 1 & 2: Themes & Number of Ideas Compared

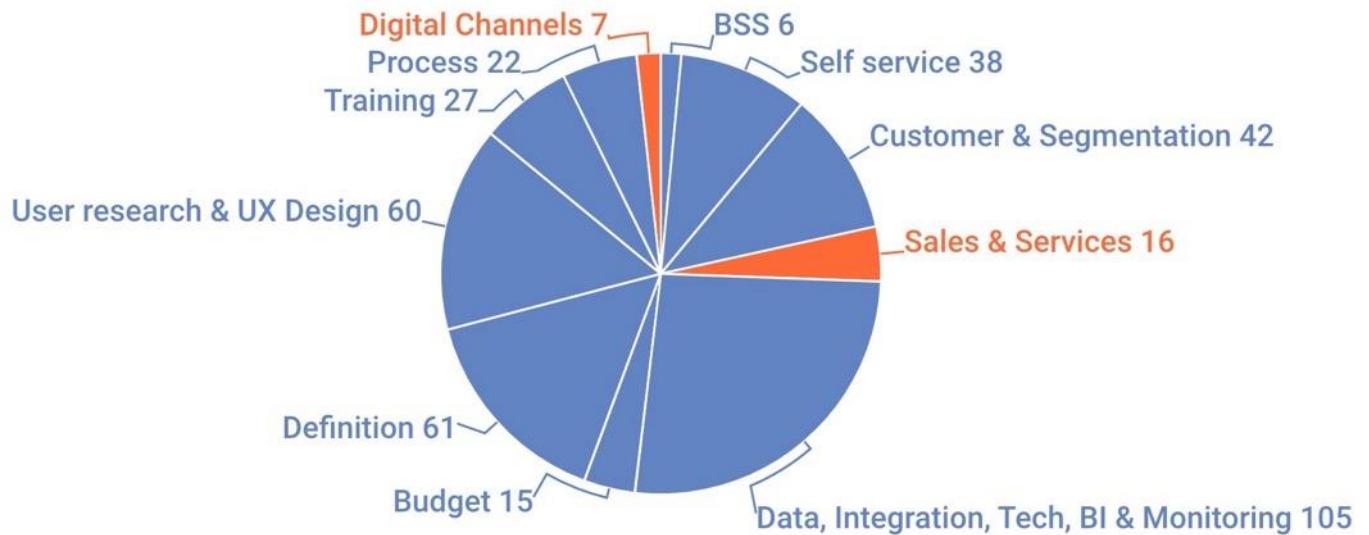


Comparison of ideas: Day 1 vs. Day 2

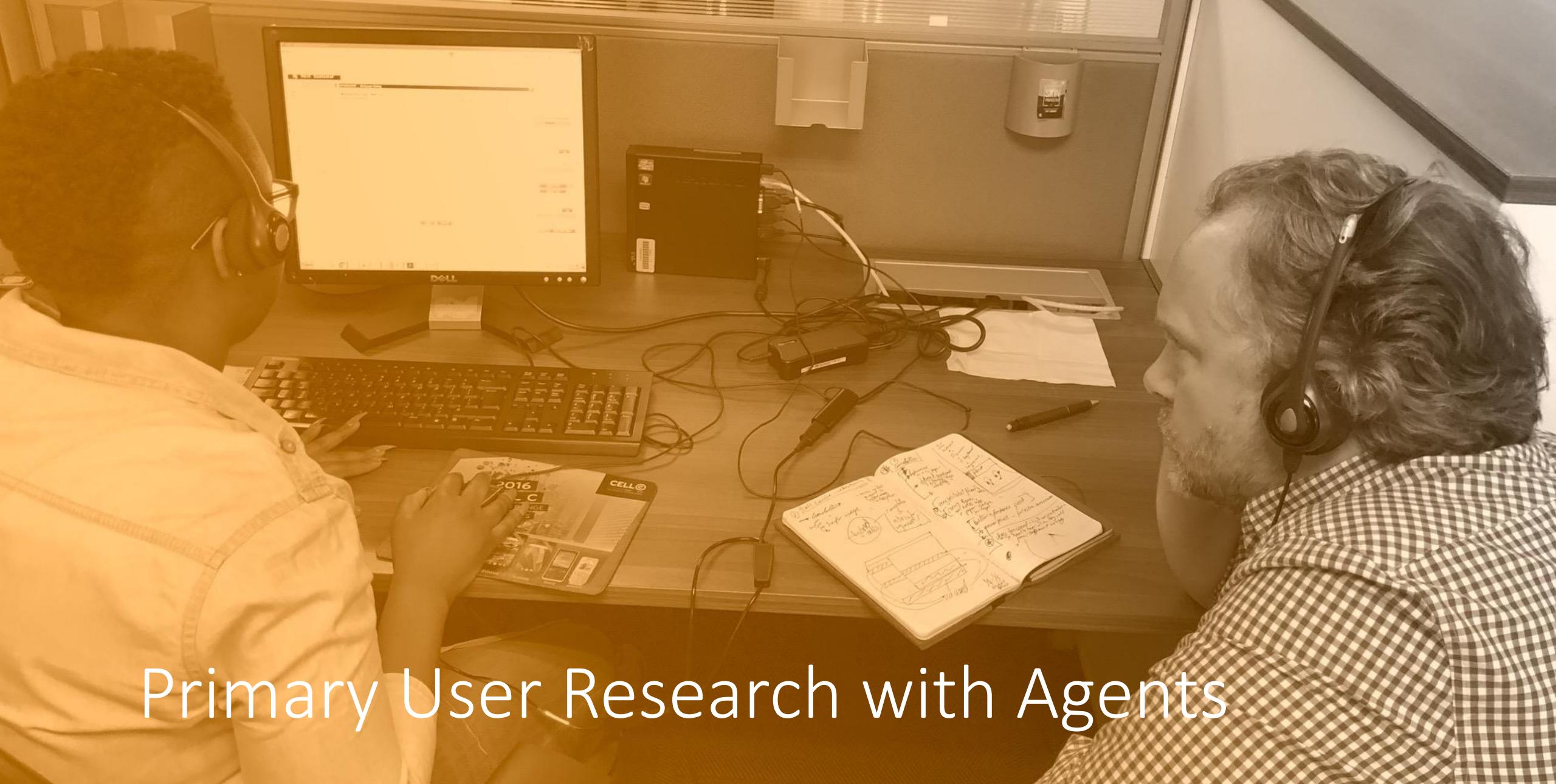
Whilst Day 2 generated 57% of the volume of ideas (adjusted for workshop size), the breadth of ideas from Day 1 was greater - even generating themes (marked orange) not mentioned Day 2



Number of ideas generated in Day 1 vs. Day 2, scaled for the different in number of participants to allow meaningful comparison.



In the pie chart above, slides represent Theme Groups were created from merged affinity groups that had very strong overlapping meaning to better understand the balance and scope of ideas presented overall.



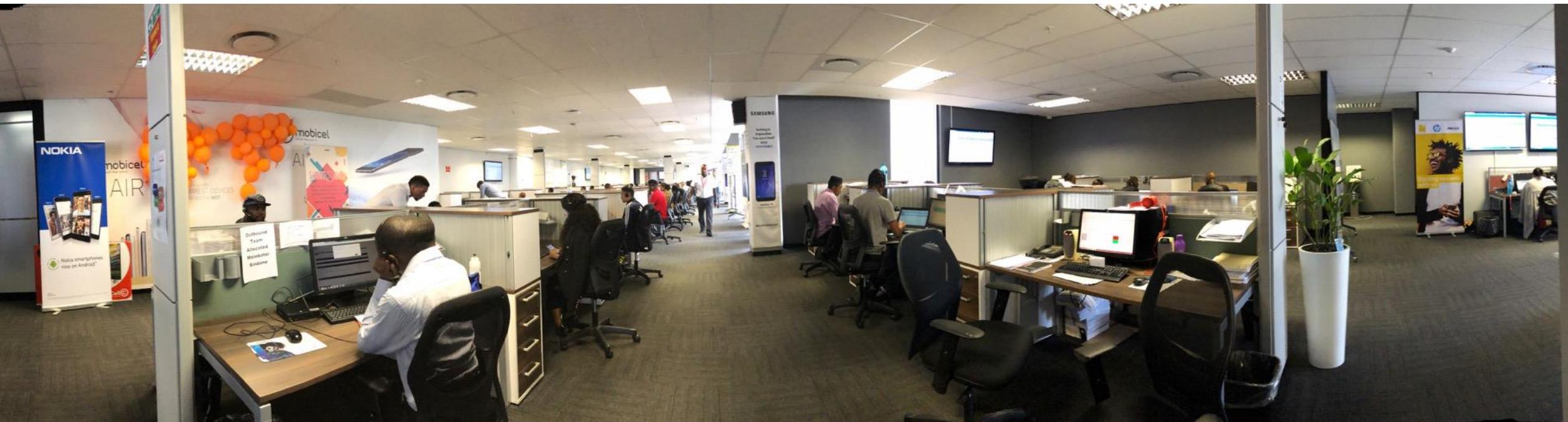
Primary User Research with Agents

Agent Customer Interactions

We made a short initial Contextual Enquiry of call centers & offices sat with call center users from a number of departments outgoing, incoming, cancellation & Exclusive*.

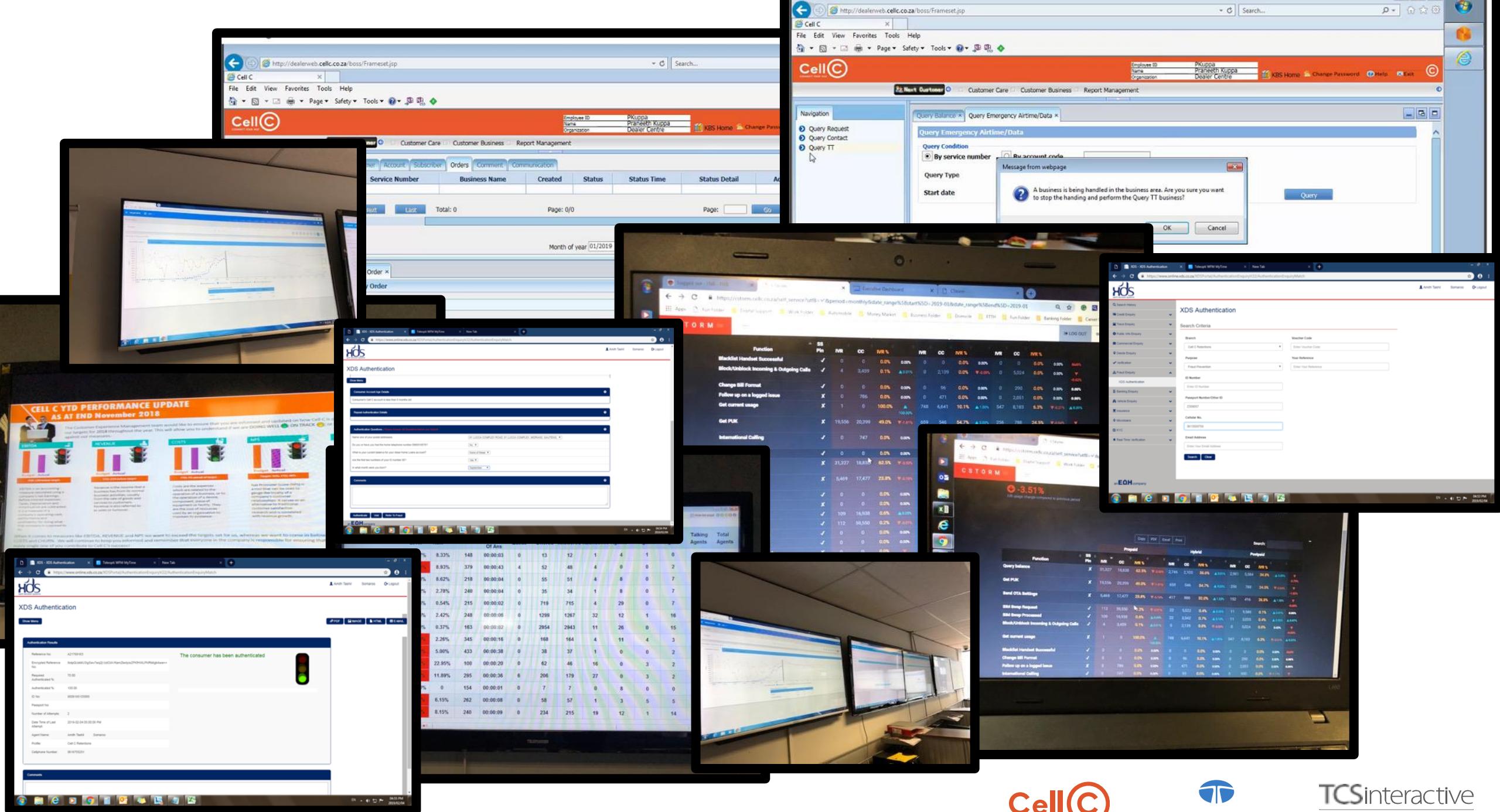
- Each call is a complex process involving many inputs and specialist knowledge that agents have to master the intricacies of, to provide effective calls
- Often Agents have to search for the right Terms and Conditions to read out – on the customer's time
- Calls originating from a single query or reason often spawn extra, useful queries or identify latent customer needs

* To be researched with greater sample size and accuracy over the weeks of February - May



Agents

Using empathy,
a friendly & polite exactness
to develop strong customer rapport
whilst solving customer issues
and optimise sales



16-20 systems
could easily be used in connection
with some customer issues

Voice of Customer

"Since last year, I have been awaiting a refund from Cell C for overpayments I had previously made on my contract. **Every time I call to check the status of my refund, I am told the supervisor is not available** to advise on status. I have submitted all required documents
..."

"I have been in contact with the call center since last year late and I have been having no joy at all with them as **no one is willing to assist me nor is anyone trying to understand what my query is**"

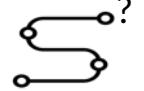
"I am so disappointed with cell c customer service, I have tried so many times to do sim swap. All they do is tell me stories .."

"What makes me mad is that **they don't have a system in place to know whom they have already phoned and spoken to**"

Little or No Contextual information to agent



No real understanding of customer journey , Status



Reactive and complex service



"Fibre Support appears to have no idea what Support means! I have **sent mails for the same query on 09,14,22,23 and 24 January , 2019.**"

"Very hard to cancel your contract when it has ended....will screenshot my cancellation on the first of march 2018, I have paid them R1300 since then,, I'm still getting smsed that I need to make a R299 payment.... For what? I cancelled in March already and when you try calling them **you hold for 20 minutes and get transferred 20 different departs and keep holding**"

"Cell C are **no help in resolving queries you might have about their service...** The short story is i called in yesterday and highlighted the issue then technician gave me reference number.... I call the call center today ,and try to use the reference number, **no one is able to use the reference number.**"

"It has now been **4 months of numerous visits to stores, contact with call centers and head office** regarding my billing. Since cell c has taken over all of glo cell clients it has been a nightmare, for the two years that I was a glo cell client I had no issues with my top up contract, "

We conducted a cross- channel assessment to understand pain points

Unassisted Care



IVR (~48% interactions)

- Multiple contact numbers (LOB wise)
- DTMF IVR- Moving to Dynamic IVR
- Little to no personalization
- <50% Self-Service ; Top 3 services - Query Balance, PUK and OTA settings



Web FAQ's

- Information available on product and offers.
- Difficult to search required information.
- Limited information on common issues in FAQ section (top 3 customer issues are not addressed)



My Account

- Account and usage information available.
- Limited self service options - recharge/ pay bills
- Proactive & Personalized offers / content is not available



Mobile App

- Account and usage information available.
- Limited self service options - recharge/ pay bills
- Proactive & Personalized offers / content is not available

Assisted Care



Phone Support (~51% interactions)

- Primary channel , 24X7 coverage
- ~ 90% service level ,
- FCR ~ 84% (prepaid), 91% (Postpaid)
- Multiple Legacy Systems/ No single integrated view



Webchat

- Only available for sales queries. For any service query , web form is presented as option.
- Limited operating window (10X6)
- High response time
- No post chat survey



SM/Messengers (<1% interactions)

- Presence across social media platforms.
- Low usage < 1% of total interactions (~ 11K cases per month).
- No post interaction survey



Emails/Fax (<1% interactions)

- Fax / Email/Web forms
- Low usage < 1% of total interactions (~ 11K cases per month).

Source: Information provided by Cell C, Secondary research on web, Cell C Website, IVR and Mobile App

Cross- Channel Assessment Findings

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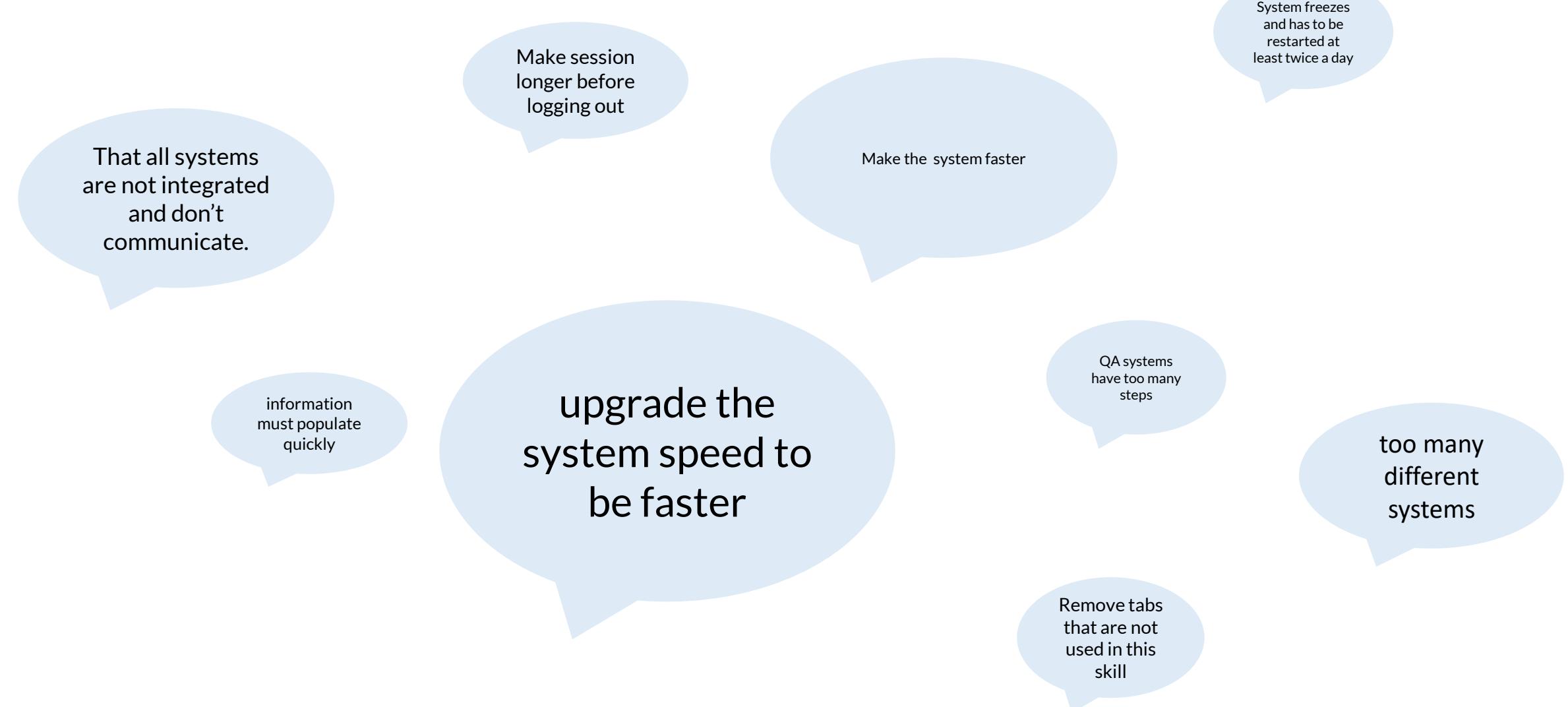


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Voice of Agent survey results





Moments from the workshops ...

Selected moments from the workshops

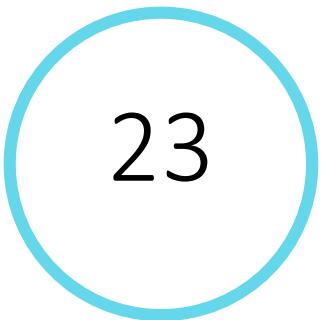


SketchNote produced by a Cell C workshop participant

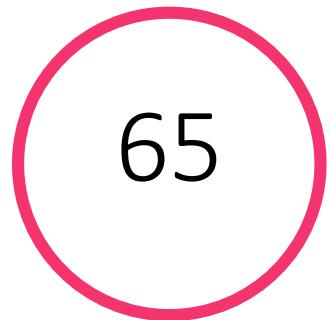
Opening workshop metrics



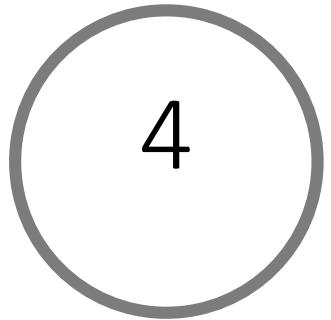
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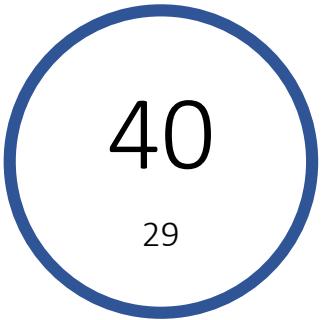
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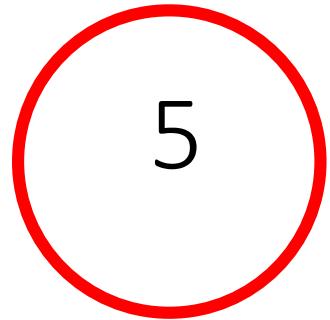
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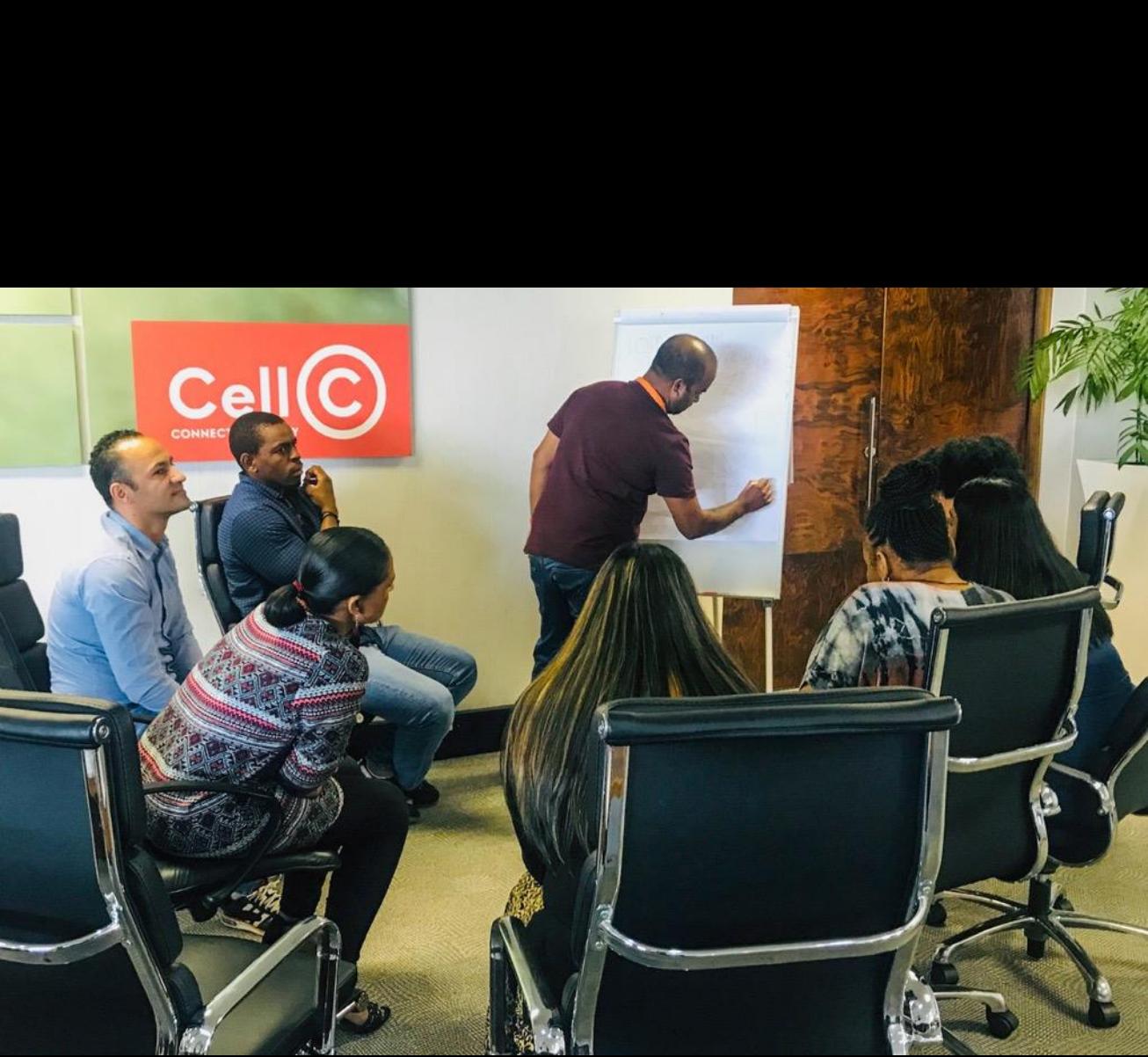


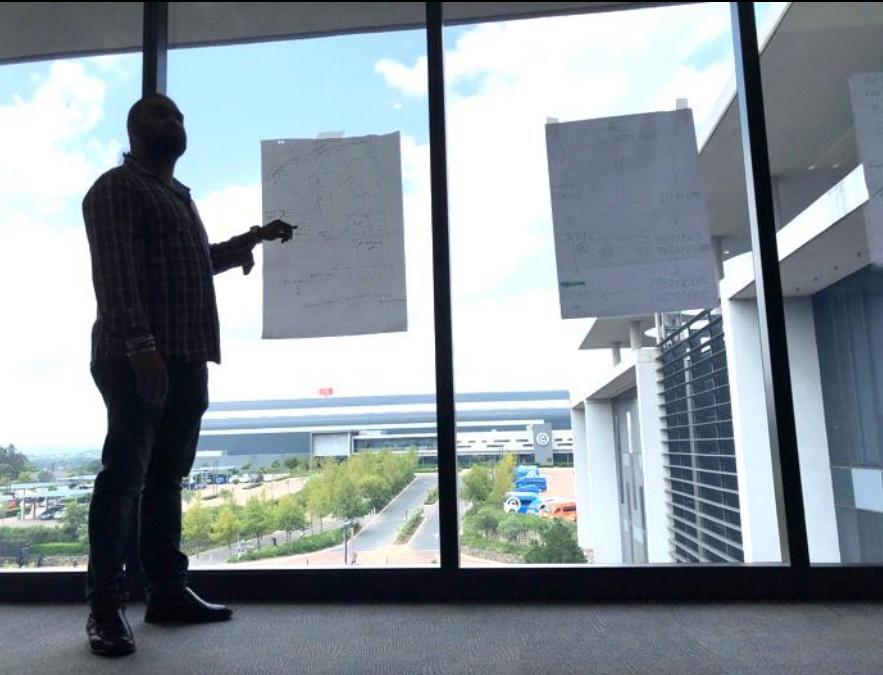




Video snippet from Workshop Two







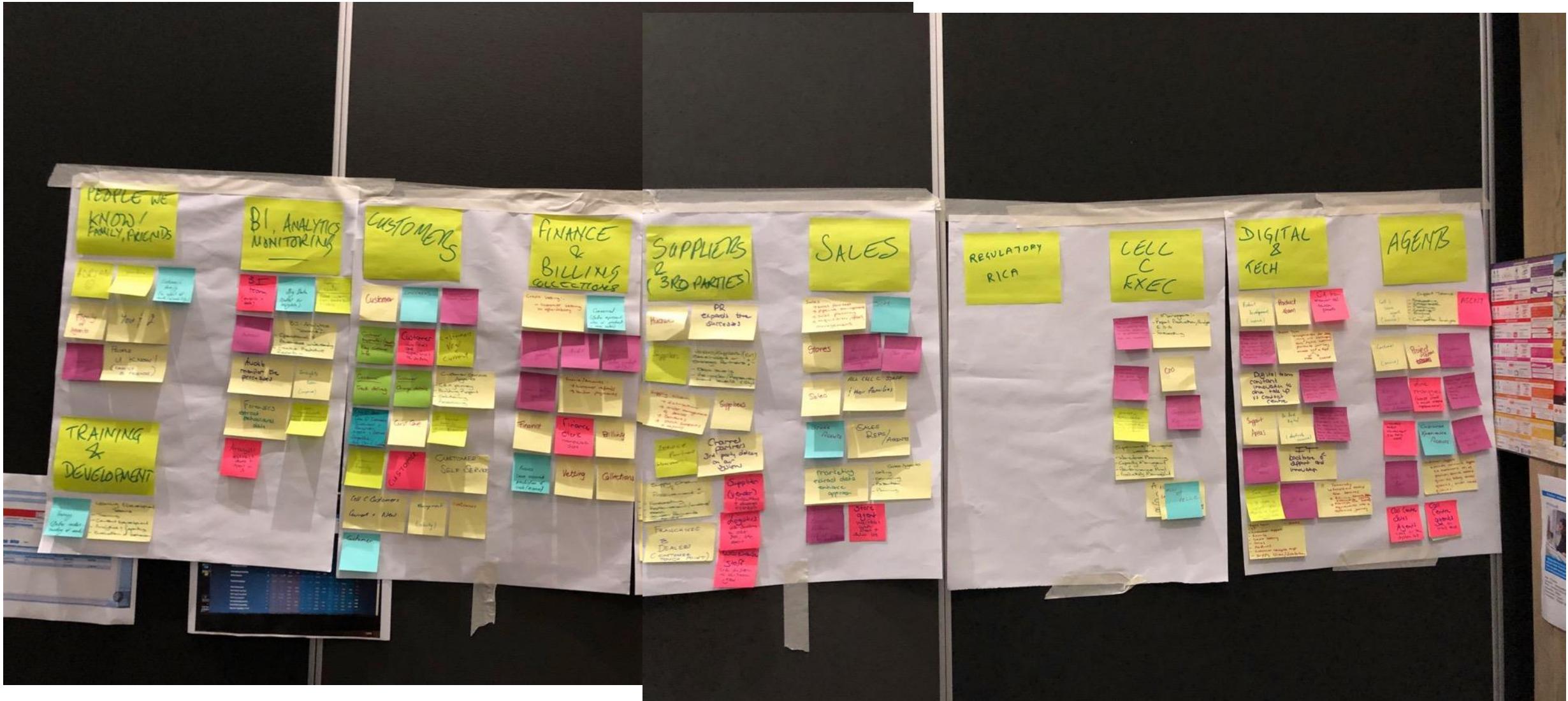




Stakeholder mapping



Stakeholder Mapping groups participants identified



Stakeholder mapping

Participants produced a great variety of suggestions but they collectively identified & shared together the following groups of people with a stake in the project, in no particular order:

- Customers
- Cell C Executives
- Agents
- Training & Development
- Business Intelligence, Analytics & Monitoring(and data!)
- Finance & Billing Collections
- Suppliers (Third parties)
- Sales
- Digital & Tech



Workshop Ideas Captured

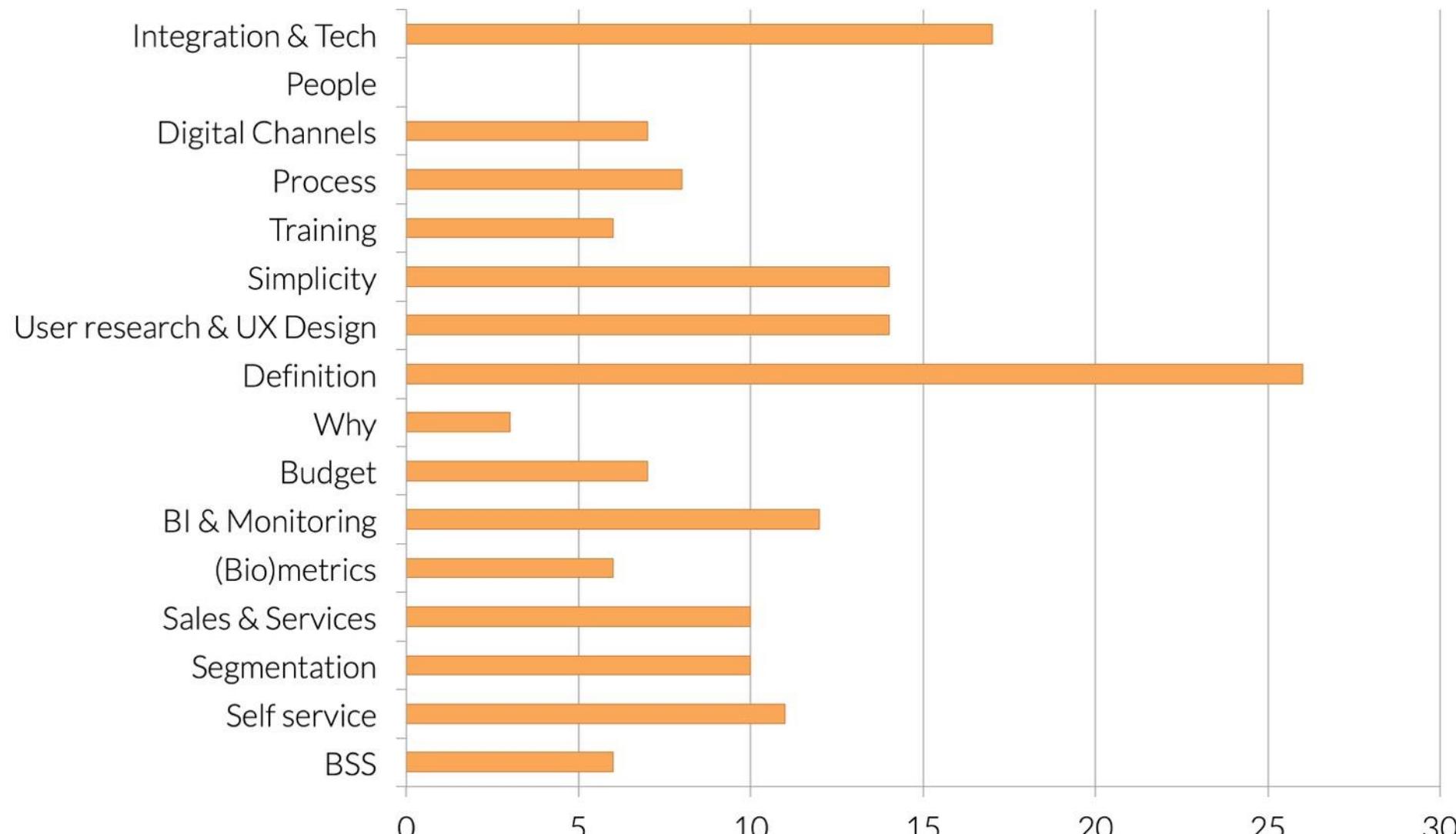
Ideas from Day 1, Affinity Grouped



Day 1: Theme Summary

- **Business Support Systems** – participants saw systems enhancements in Billing, PoS & CRM
- **Self Service** – empowered self healing systems were seen as key
- **Segmentation** – and personalization seen as key to enhancing customer experiences
- **Sales & Services** – tools to optimize the sales experience for customer and sales person
- **BioMetrics** – participants saw biometrics as a way of easing and simplifying customer identification
- **BI, Analytics & Monitoring** – access, awareness and use of big data in data science and customer understanding
- **Budget** – participants expressed their understanding of the need for strong backing for Skin
- **Why** – a small number of participants thought the project foundations were worth communicating more widely
- **Definition** – participants felt finer definition was required (reflecting with live research program)
- **User research & UX** – participants felt this was important to
- **Simplicity** – participants saw this value was key to the success of many project aspects
- **Training** – participants identified this as important but did not add significant detail to this
- **Process** – improving the process from the agent's side and clarity of experience for customer
- **Digital Channels** – expansion of digital channels to connect with customers was seen as important

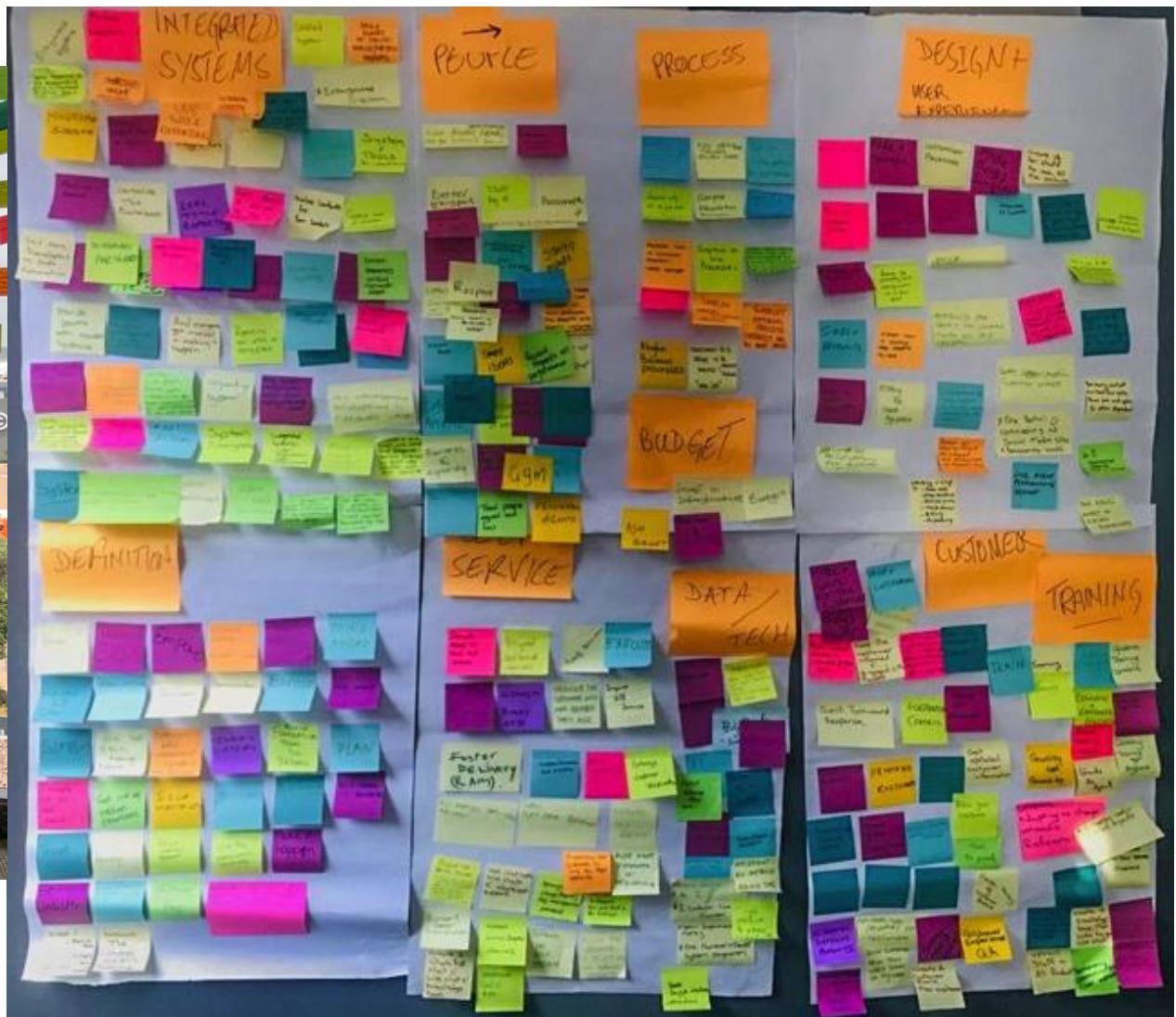
Day 1: Groups & Number of Ideas that participants identified



Ideas from Day 2, Affinity Grouped



Ideas from Day 2, Affinity Grouped and Collected



Day 2: Theme Summary

- **Self Service** – empowered users with systems that helped and were self explanatory were also seen as a vital component
- **Customer (including Segmentation)** – and personalization seen as key to enhancing customer experiences
- **Sales & Services** – tools to optimize the sales experience for customer and sales person
- **Integrated Systems** – was implicitly voted the most influential area for ideas and improvement
- **Data & Tech** – The teams valued this, conjoining tech and data as one
- **Budget** – all participants expressed their understanding of the need for strong backing for Skin
- **Design, User research & UX** – participants felt this was a critical element to the result
- **Training** – participants identified this as important but did not add detail to this
- **Process** – it was felt refine was possible and time spent improving these was worth it in the end result

Whilst teams didn't call out some areas specifically they were represented in nuances of the ideas in groups above – values like simplicity featured integrally as a part of the teams vision of Design & Process, features like new Channels, Biometrics, BSS and Sales & Services were viewed through the lens of overall Training, Customer and Tech – particularly Data, Tech and Integration were conflated from the participants perspective.

In later analysis it is worth drawing out and regrouping ideas from both workshop day participants into a groups titled Data, BI + Analytics; a group called Integration and another possibly labeled Other Tech or similar

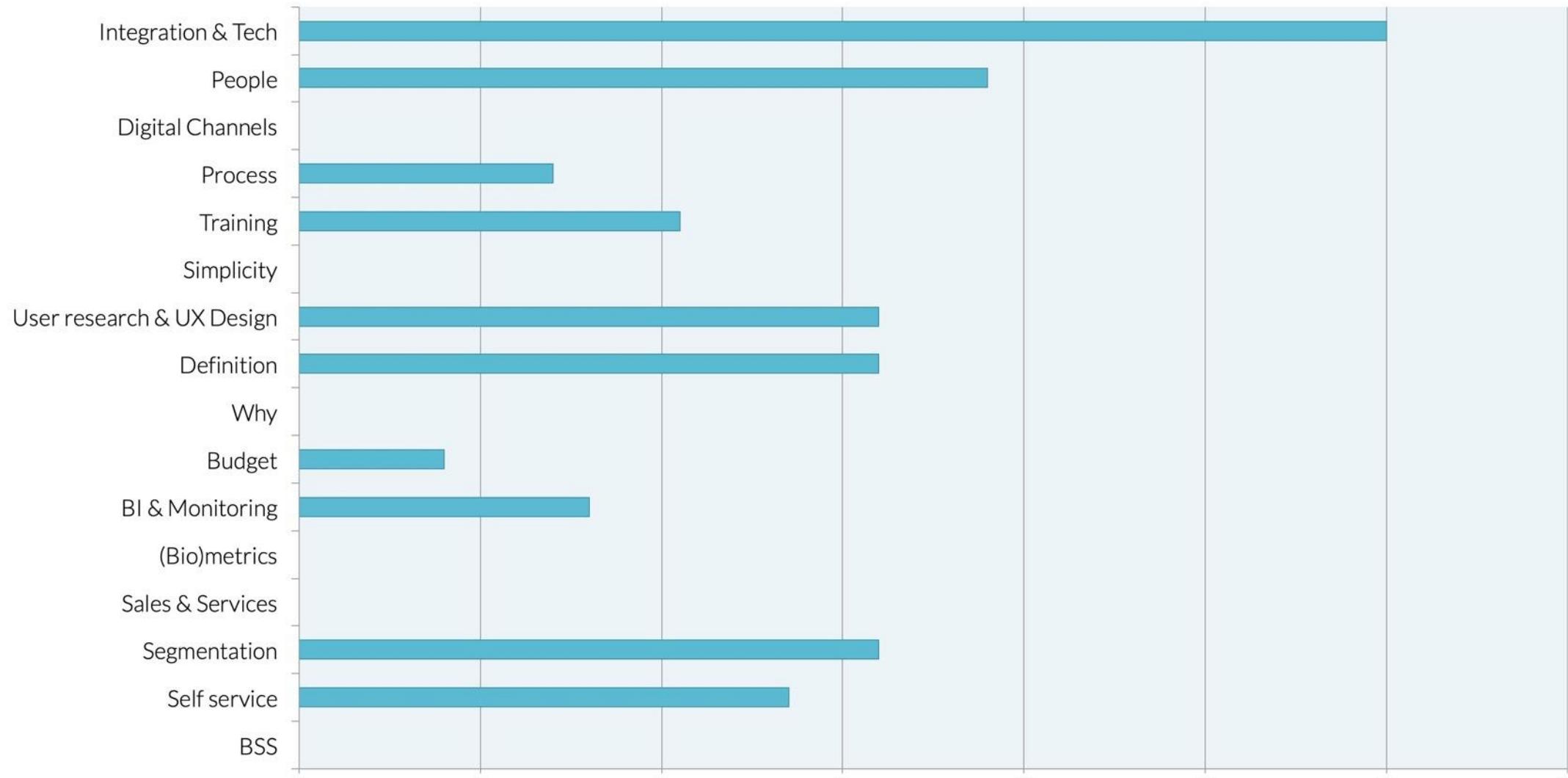


TATA CONSULTANCY SERVICES



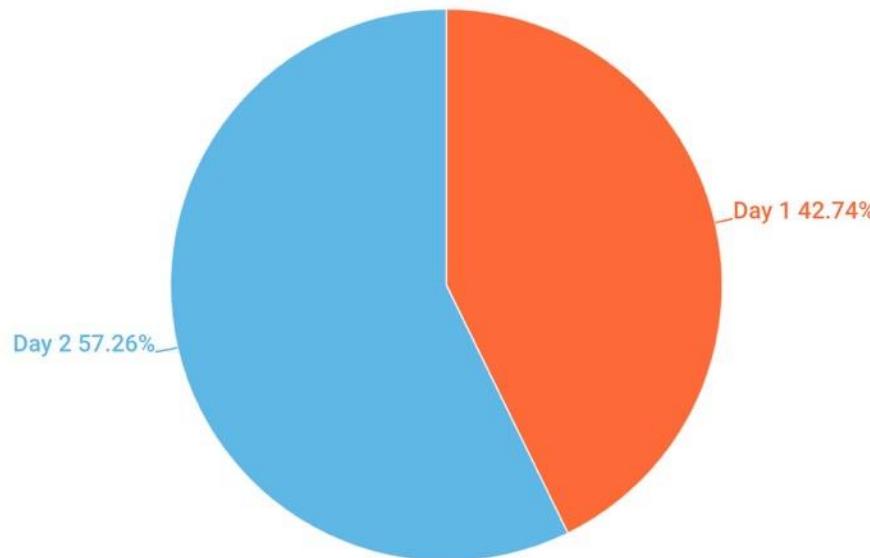
TATA CONSULTANCY SERVICES

Day 2: Groups & Number of ideas that participants identified

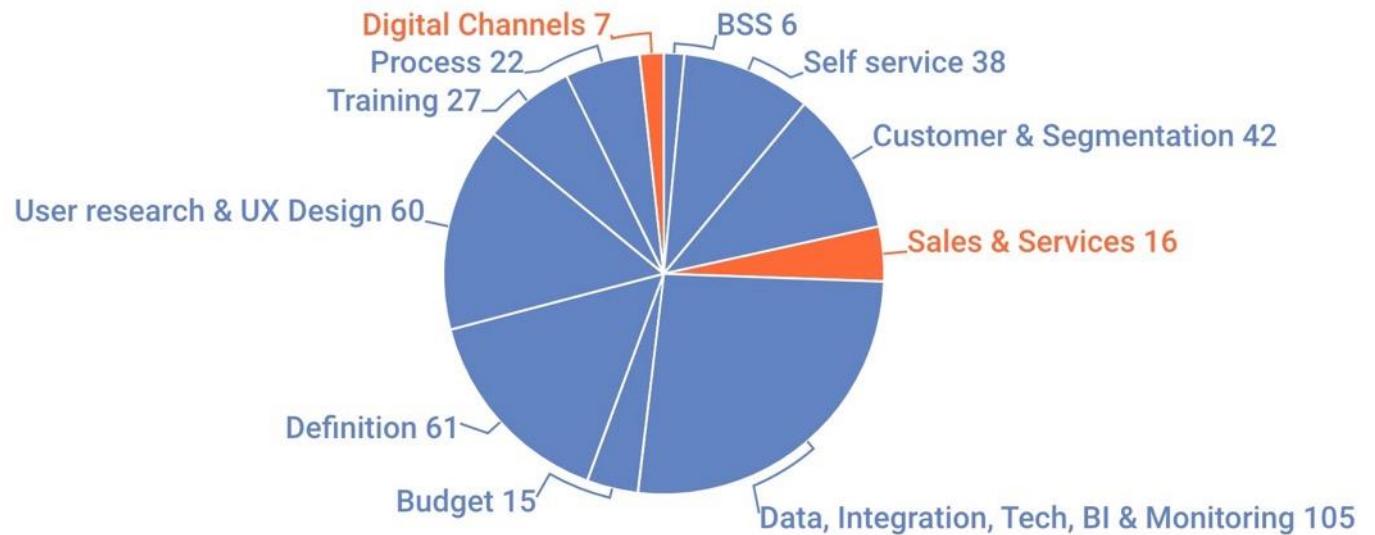


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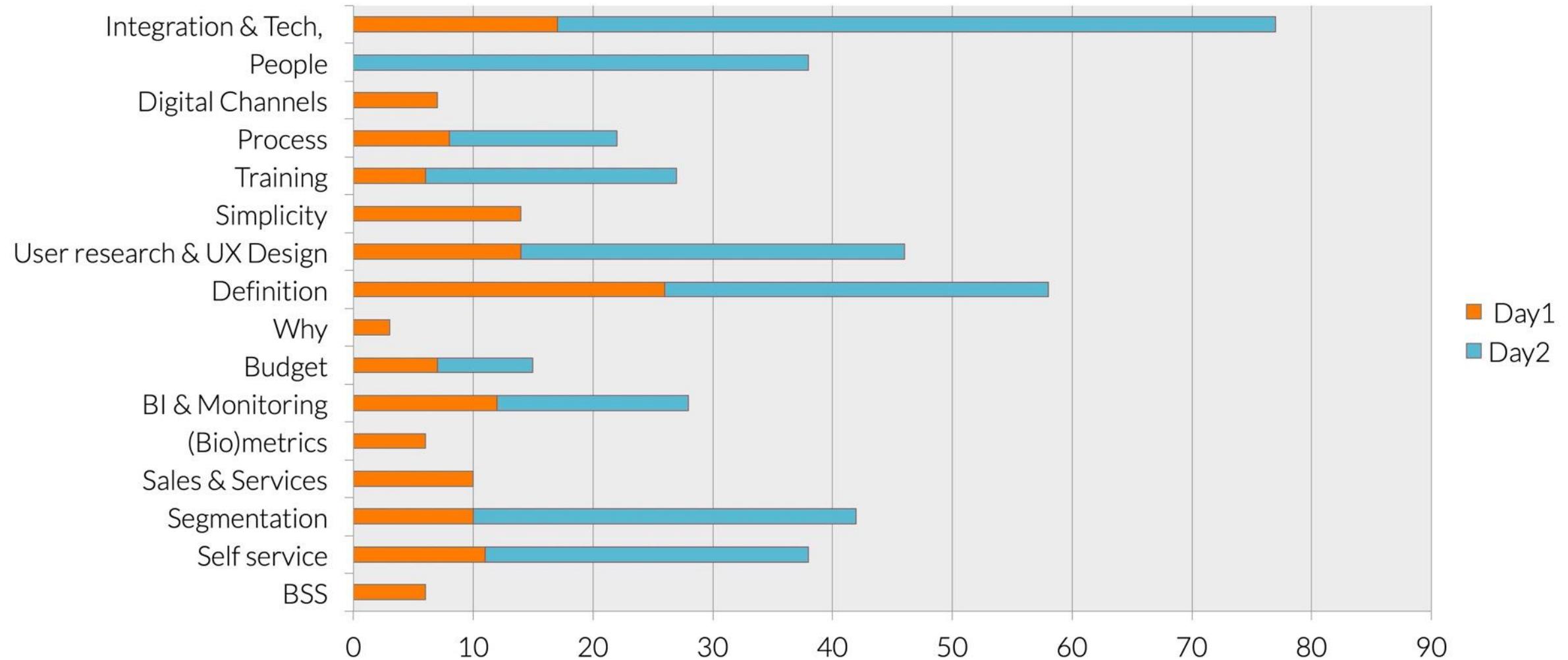


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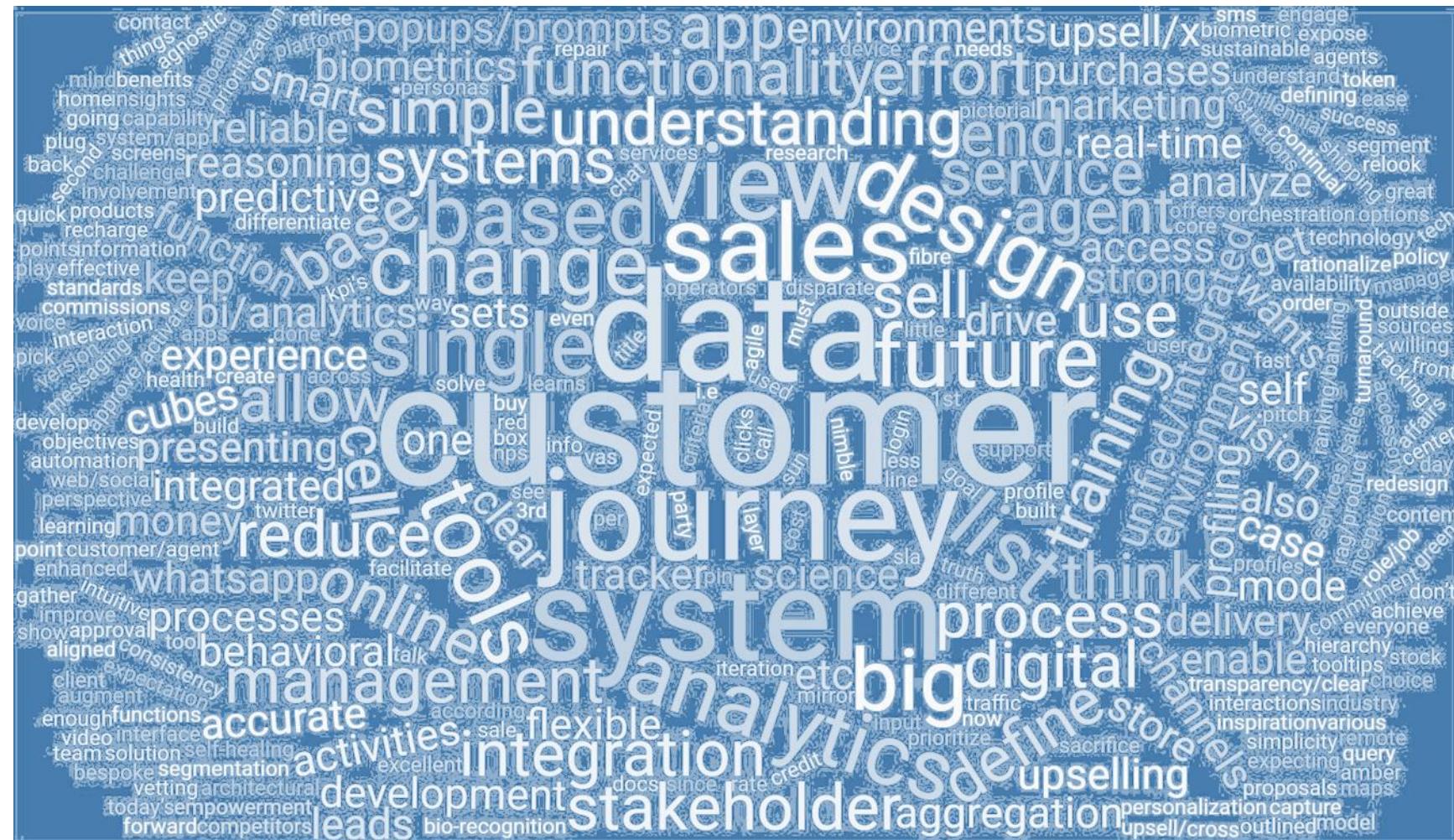
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Day 1 & 2: Groups & Number of Ideas Compared



Word Cloud

Visualisation of words used by participant in ideation



Occurrences

31 customer
11 data
9 journey
6 system
5 sales
5 view
4 analytics
4 change
4 design
4 single
4 future
4 tools
4 based
4 list
4 big
3 understanding
3 integration
3 stakeholder
3 management
3 training
3 systems
3 process
3 service
3 digital
3 online
3 simple

From Today to 2025!

Bridging the gap between Today and 2025 with ideas – themed grouping

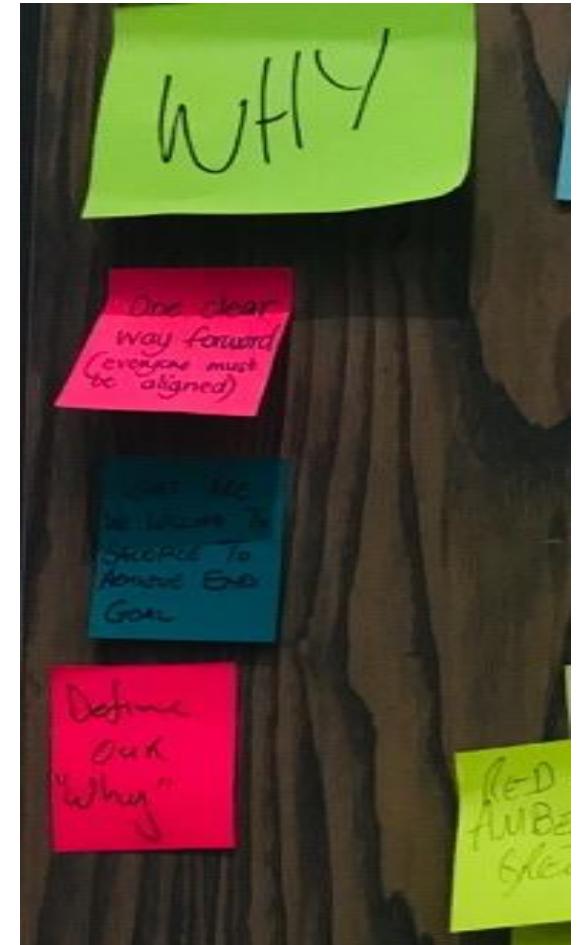
Today	Budget	Definition	Simplicity	Integration	Data, Tech, BI & Monitoring	Sales	People	Training	Bio-metrics	Vision 2025
	User Research & Design	BSS	Process	Segmentation	Customers	Digital Channels	Self-service (Self healing)			
	Why									

Participants' grouped their ideas fell in to these main theme groups in the workshop

Key theme: Why (-do we need this now)?

Participant thoughts

- One clear way forward (Everyone must be aligned)
- What are we willing to sacrifice to achieve end goal
- Define our “Why”



Key theme: Definition of the project

Participant thoughts

- Industry Agnostic expectation
- Red Amber Green
- Think out of “Box”
- Customer RAG/product
- Define success criteria
- Develop process with ease in mind
- Objectives outlined
- Relook policy restrictions
- Transparency/clear vision of the future needs
- Understanding of core KPI's
- 1 Vision
- Who is going to be cell C customer of future
- Challenge our view of customer service and experience
- What are we expecting future benefits to be, for customer and cell C

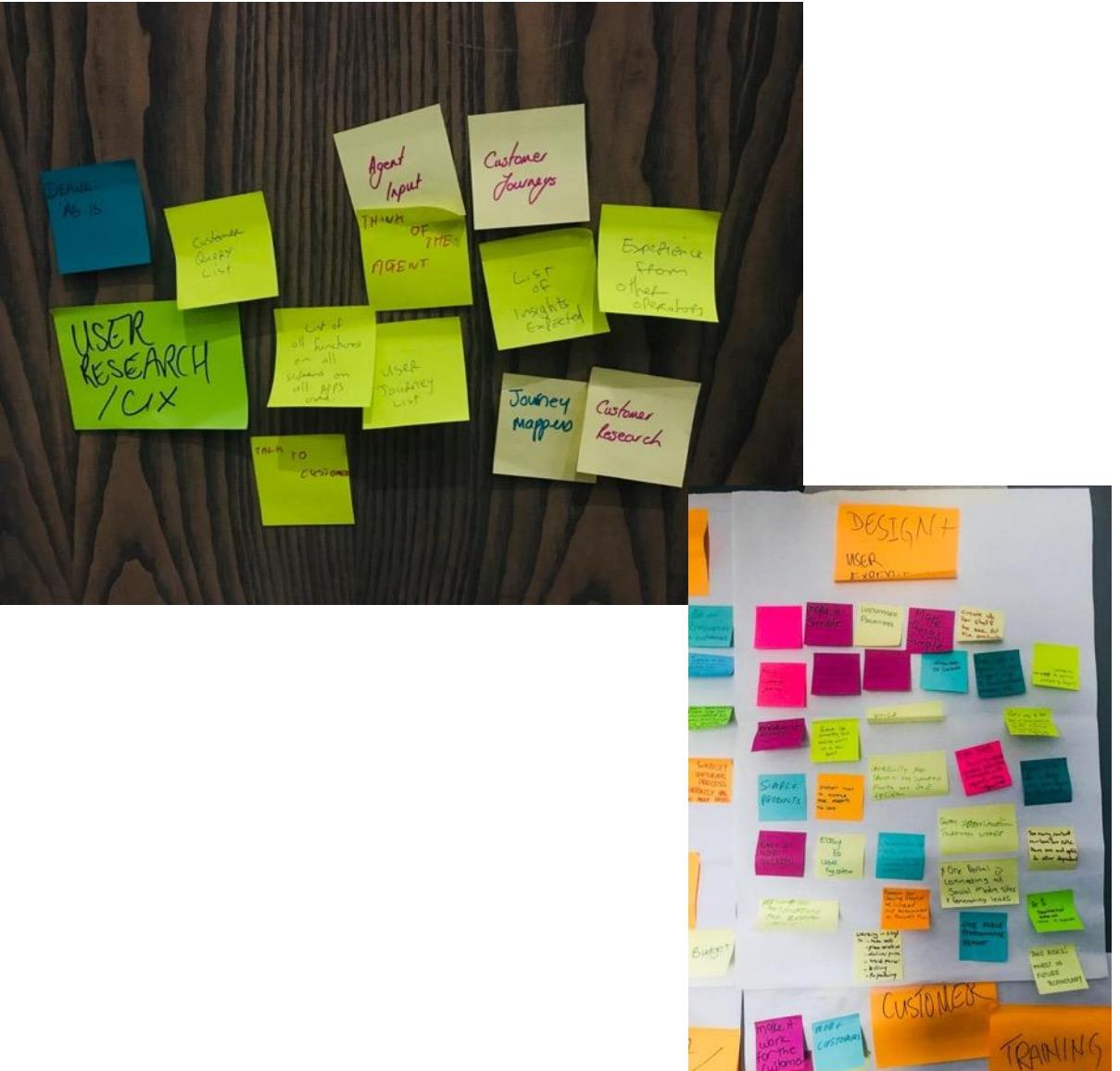
- Curiosity
- End 2 End Journey design/view
- Acceleration plan existing resource?
- Relentless focus on the ‘Last mile’
- Cut red tape
- Clear scope
- Challenge the status quo
- What does customer want
- Who is cell C in 5 years? What services, products etc.
- What problem are we really trying to solve
- Challenge our view of customer service and experience



Key theme: User Research

Participant thoughts

- Define 'As is'
- Customer query list
- Agent input
- Think of Agent
- List of functions on all screens on all apps used
- Talk to customer
- User journey list
- Customer journey
- List of insights expected
- Experience from other operators
- Journey maps
- Customer research



Key theme: Budget

Participant thoughts

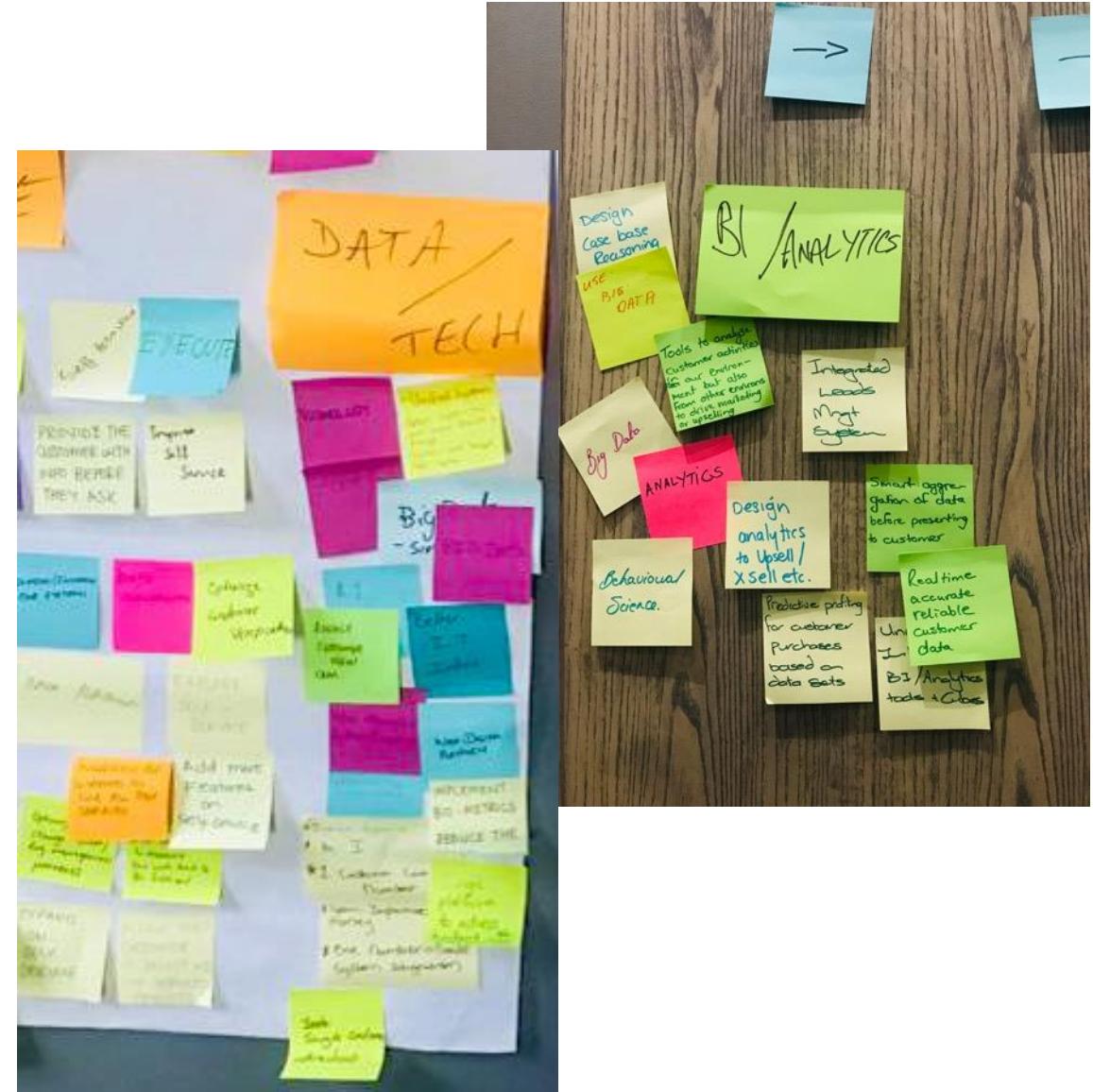
- Show us the \$\$\$
- Big money
- Money
- Buy in
- Stakeholder commitment
- Cost effective solution
- Stakeholder involvement



Key theme: Business Intelligence & Analytics

Participant thoughts

- Design case base reasoning
- Use 'Big Data'
- Tools to analyze customer activities in our environment but also from other environments to drive marketing or upselling
- Integrated leads management system
- Analytics
- Design analytics to upsell/x sell etc.
- Behavioral science
- Predictive profiling for customer purchases based on data sets
- Smart aggregation of data before presenting to customer
- Real-time accurate reliable customer data
- Unified/integrated BI/analytics tools + cubes



Key theme: Segmentation

Participant thoughts

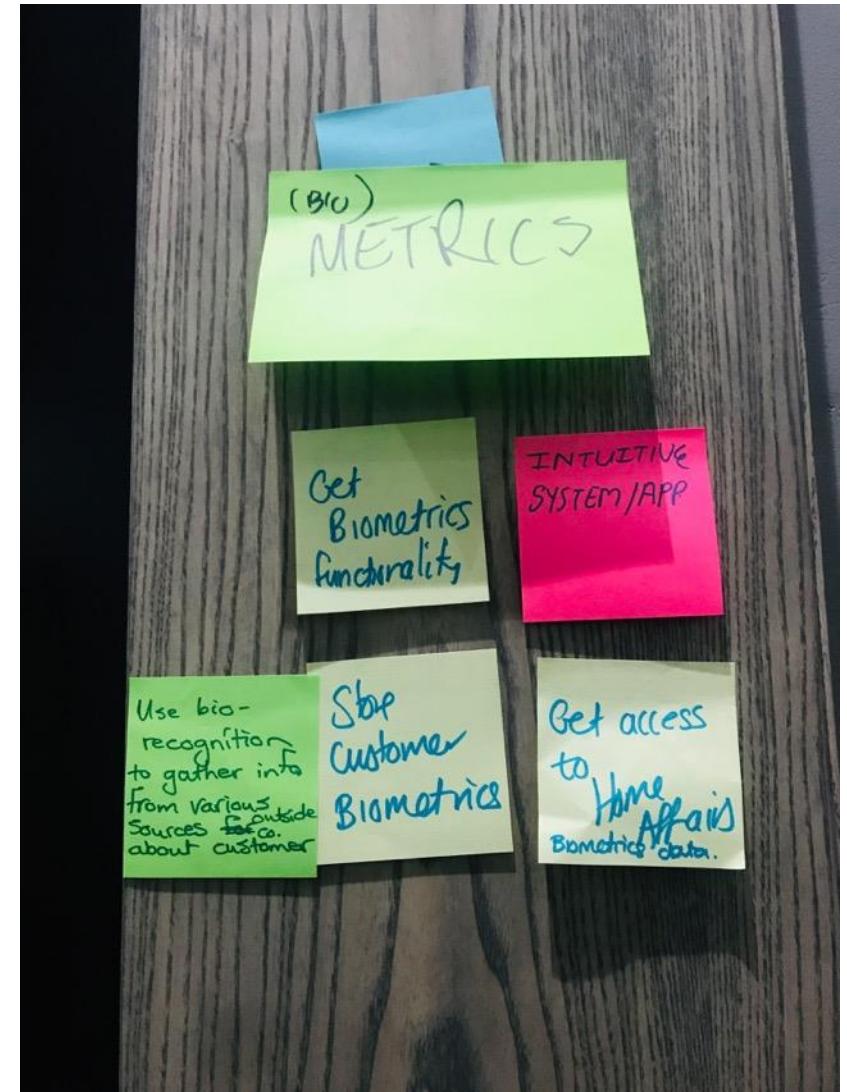
- Segment customer base from interaction perspective (i.e. millennial vs retiree)
- Prioritize customer contact points. What is our point of choice?
- Personalization
- Customer SLA (Voice data Fibre Content)
- Understand how customer wants to engage
- Reduce customer effort
- Clear understanding what customer wants
- Understanding what the different customer profiles are
- Expose personas to agents (segmentation)



Key theme: Bio-metrics

Participant thoughts

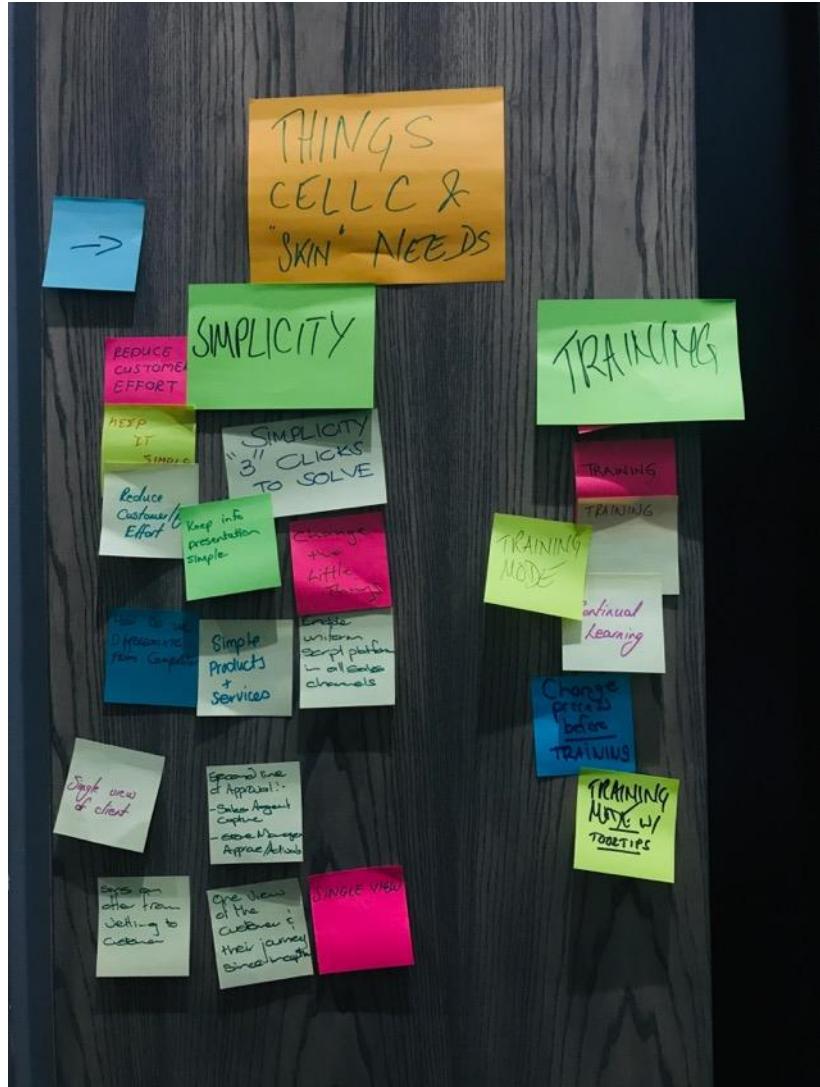
- Get biometrics functionality
- Intuitive system/app
- Store customer biometrics
- Use bio-recognition to gather info from various sources outside about customer
- Get access to home affairs – Biometric data



Key theme: Simplicity

Participant thoughts

- Single view of client
- One view of the customer & their journey since inception
- Reduce customer/Agent Effort
- Reduce customer effort
- Keep information simple
- Single view
- Keep it simple
- Simple products + services
- Simplicity “3” clicks to solve
- Change the little things
- How do we differentiate with competitors
- SMS on offers from vetting to customer
- Second line of approval: Sales agent capture, Store manager approve/Activate



Key theme: Digital Channels

Participant thoughts

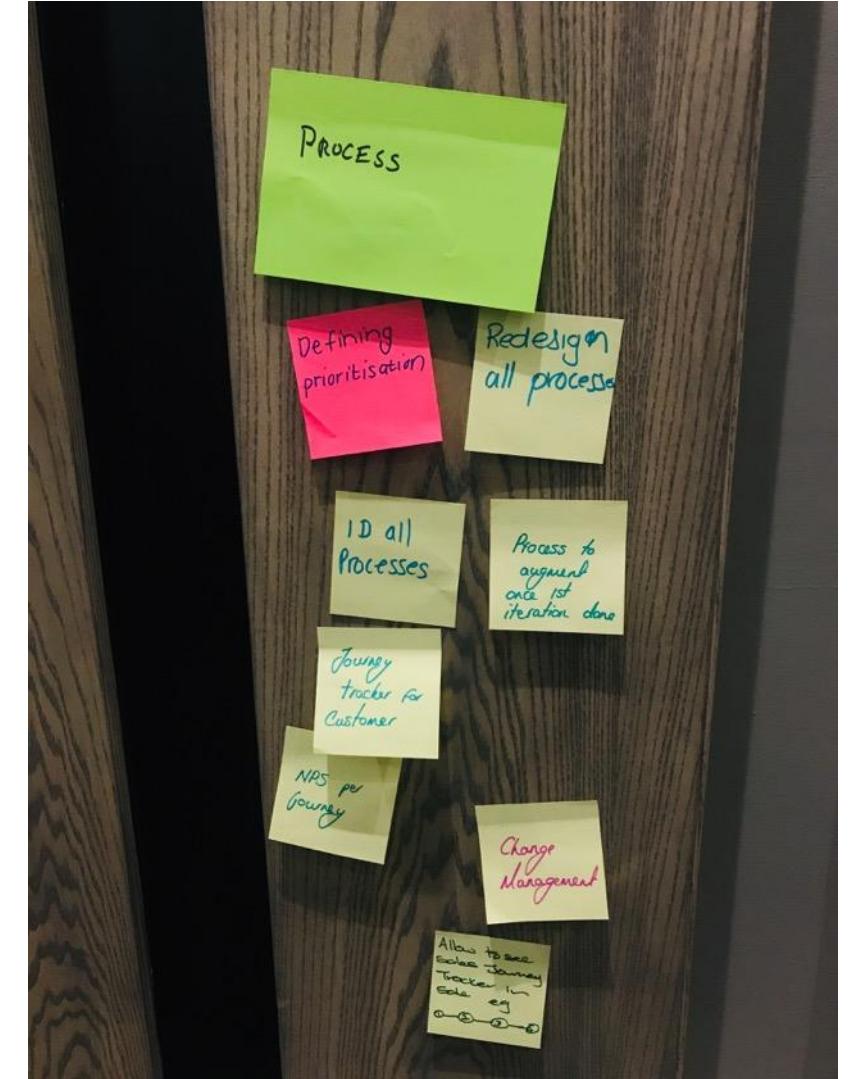
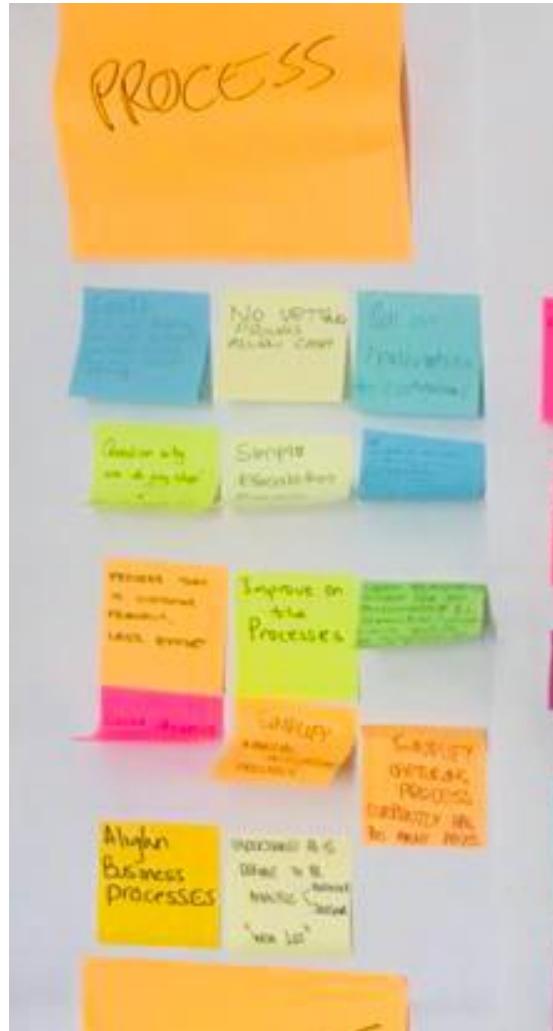
- Improve digital channels
- Online journey to mirror now UX
- Messaging
- WhatsApp!
- Online traffic
- App
- Twitter Ranking/Banking Interactions



Key theme: Process

Participant thoughts

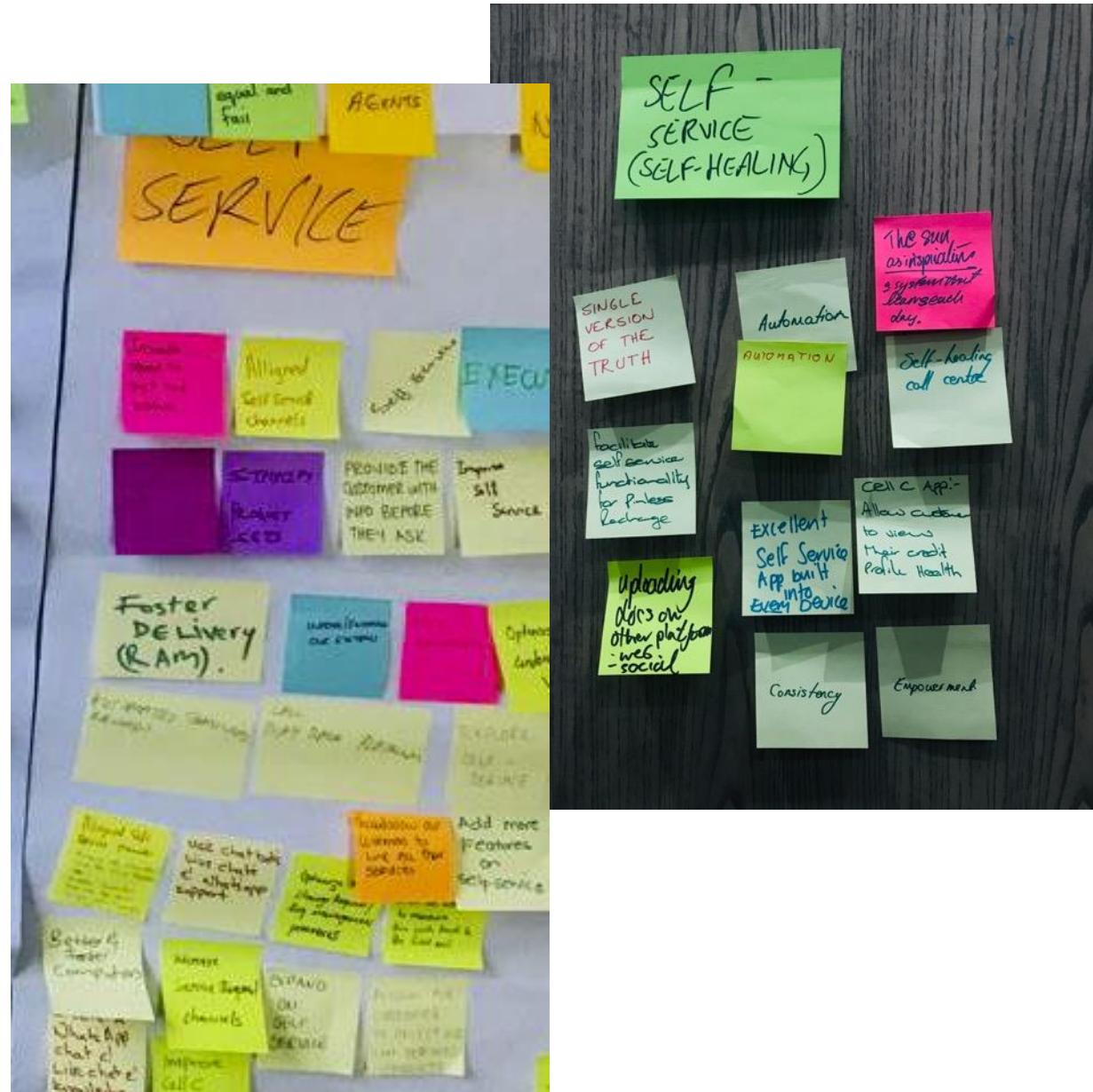
- Defining prioritization
- Redesign all processes
- ID all processes
- Process to augment once 1st iteration done
- Journey tracker for customer
- NPS per journey
- Change management
- Allow to see journey tracker in sale



Key theme: Self-service, self-healing

Participant thoughts

- Single version of the truth
- Facilitate self service functionality for Pin less recharge
- Uploading docs on other platform – web/social
- Excellent self service app built into even device
- Consistency
- Cell C app: allow customer to view their credit profile health
- Empowerment
- Self-healing call center
- The sun – as inspiration. A system that learns each day
- Automation
- Foster delivery (RAM)
- Provide customer with info before they ask
- Chat bots and whatsapp support



Key theme: Integration

Participant thoughts

- Single login for all systems
- Architectural standards
- Development hierarchy
- Fast development
- Orchestration
- Great integration
- Allow for agile 3rd party or stakeholder integration
- Build the integration system layer between all systems
- Rationalize disparate back end
- Strong digital function
- IT systems and support flexible and nimble enough to enable quick change turnaround
- Flexible system interface (Plug and play front end)
- System access based on role/Job title: Not token based
- Sustainable delivery model
- Strong digital function
- Why is the technology of the future. Don't think according to today's tech only
- Bespoke team on AI



Key theme: Training

Participant thoughts

- Change process before training
- Training mode with tooltips
- Training mode
- Continual learning
- Update training content
- Educate, empower agents
- Quality training of agents
- Quality and quantity
- Educate the agent
- Adapting to change: educate & relearn
- Update staff in all products
- Create a training time that links to your chat



Key theme: Integrated Systems

Participant thoughts & ideas

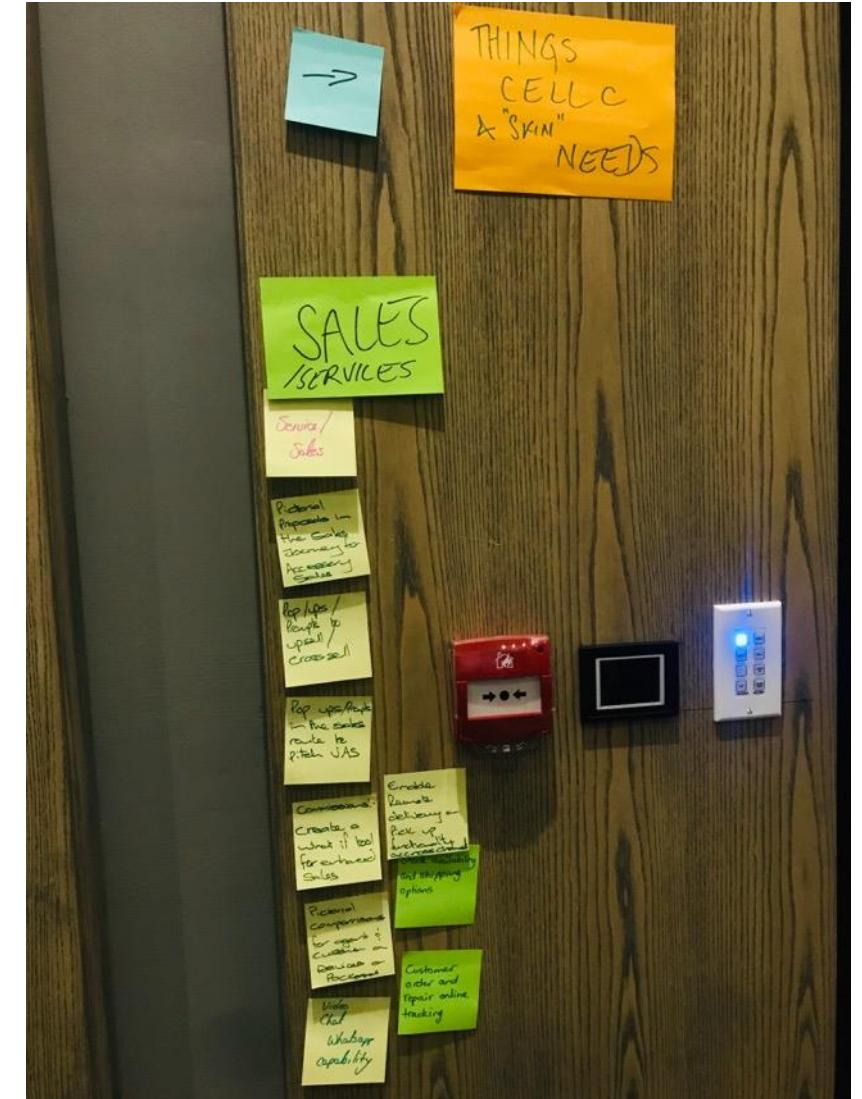
- Integrated Systems
- Reduce complexity
- Improved online refund process
- Wendy – Upon approval of the assessment on a collected handset debit order must stop
- Live stock reporting
- Centralised database
- Unified systems
- Integrated systems
- Systems and tools
- Technology partners
- Upgraded systems
- Reporting across systems



Key theme: Sales / Service

Participant thoughts and ideas

- Pictorial proposals in the sales journey for accessory sales
- Popups/Prompts to upsell/cross sell
- Popups/Prompts in the sales rate to pitch VAS
- Commissions: Create a what if tool for enhanced sales.
- Enable remote delivery pick up functionality across channels
- Stock availability and shipping options
- Customer order and repair online tracking
- Video chat WhatsApp capability
- Services/Sales



What did this result in?



Summarized Outcomes

Principles & Themes

Simplicity

Proactive

Digital First

Aims

Better design

Personalization

Information & Data

Contextual information

Cross product view & analysis

Functions

Cross product management

Data Hub

Outcomes - what did they mean on the day?

Principles & Themes

- *Simplicity* – a great design principle to aim for, the team also wanted to aim for
- *Proactive wherever possible* – the applications should ‘think ahead’, anticipate what the customer might need given their current data and challenges we have on them
- *Digital First* – think digital first before other channels

Aims

- *Better design* – design with thought, research and our Users’ perspective
- *Personalization* – create experiences that are smart and personalised to a particular context, agent and customer

Information & Data

- *Contextual information* – provide rounded data for the context, not aligned by system
- *Cross product view & analysis* – to view all a customer’s products and possible, best options using a streamlined interface

Functions

- *Cross product management* – to be able to easily change, update and affect all a customer’s products using a streamlined interface
- *Data Hub* - to leverage data far better within the Cell C ecosystem



What next?

Where next?

The results, research, findings and observations from this event have been collected and smoothly absorbed into the 4 month TCS Research project.

Results from this will be forthcoming if you not have already seen results from the research with Agents by the UX team.

The TCS Interactive UX Team will deliver many other User Research artefacts like personas and reports on the Surveys, Contextual Enquiry work and more.



Thank you!